

## **Department of Corrections Goals and Objectives**

**Goal 1.** To maintain the safety of the Montana public and the security of our citizens, communities, and homes.

**Goal 2.** To earn public trust through openness and responsiveness.

**Goal 3.** To provide accurate, timely information and support that contributes to the restoration of victims of crime.

**Goal 4.** To reduce the risk of offenders committing more crimes by enhancing treatment programs in secure facilities and increasing dependence on community corrections programs and services, all of which are designed to help offenders succeed as productive, law-abiding citizens and remain out of prison.

**Goal 5.** To operate correctional programs that emphasize offender accountability and rehabilitation, staff professionalism and responsibility, public safety, and efficient use of taxpayer dollars.

**Goal 6.** To provide an employment and program environment based on professionalism, personal responsibility, and respect for each individual.

### **Program 1:**

## **BOARD OF PARDONS AND PAROLE GOALS, OBJECTIVES, AND DUTIES**

### **MISSION STATEMENT**

The Board of Pardons and Parole, as part of the criminal justice process, serves all Montana citizens by administering a flexible system of punishment, which fully protects society and carefully investigates and reviews each parole eligible prisoner. All employees and members of the Board of Pardons and Parole are committed to securing the effective application of and improvements to the clemency and parole system and of the laws upon which they are based. The Parole Board process is administered in an effective, humane, safe, and just fashion.

### **STATUTORY AUTHORITY**

<u>2-15-121, MCA:</u>	Defines the administrative attachment of the Board of Pardons and Parole.
<u>2-15-124, MCA:</u>	Defines the requirements of quasi-judicial Boards.
<u>2-15-Part 23, MCA:</u>	Establishes the Board of Pardons and Parole and defines the composition, allocation, and quasi-judicial status of the Board.

<u>46-18-Part 1, MCA:</u>	Establishes state correctional policy and preliminary procedures.
<u>46-23-Part 1, MCA:</u>	Establishes and defines the general provisions of the Board of Pardons and Parole.
<u>46-23-Part 2, MCA:</u>	Establishes the general provisions for granting parole and defines the authority and responsibilities of the Board of Pardons and Parole.
<u>46-23-Part 3, MCA:</u>	Establishes and defines the conditions, authorities, and responsibilities for clemency.
<u>46-23-Part 10, MCA:</u>	Establishes and defines the conditions, authority, and responsibilities for supervision and revocation.
<u>8 FTE</u>	Executive Director                      Senior Parole Analyst Administrative Support (3)      Parole Analyst (4) Citizen Board Members (7)

## ***GOALS AND OBJECTIVES***

### **Goal 1**

**To make every feasible effort to safeguard the public's safety.**

#### **2010-2011 Objectives**

- 1.1 To determine that an offender has satisfied minimum time of incarceration requirements.
- 1.2 To ensure an offender is released to adequate and appropriate supervision, for the protection of society, staff, and offenders.
- 1.3 To ensure an offender has taken advantage of opportunities for treatment and does not require continued correctional treatment.
- 1.4 To ensure an offender exhibits appropriate conduct within the correctional program.
- 1.5 To ensure that there is a reasonable probability that the offender can be released without being a detriment to himself/herself or to the community.
- 1.6 To determine whether an offender is willing and able to fulfill the obligations of a law-abiding citizen.
- 1.7 To ensure that a thorough investigation has been made concerning an offender's crime, social history, criminal record, education, occupation, physical and mental status, community information, parole release plan, and any physical and mental examinations which may have been made.
- 1.8 To return promptly to custody offenders who are unable or unwilling to adjust to supervision.
- 1.9 To impose appropriate conditions of release and approve appropriate intermediate sanctions.

### **Goal 2**

**Subscribe to and promote parole as a process consisting of many decision junctures.**

#### **2010-2011 Objectives**

- 2.1 To maintain pre-parole case management, community supervision/case management, revocation, and condition setting as a system of a continuum of service.
- 2.2 To broaden automated case information capabilities.

- 2.3 To expand electronic files and electronic filing system capabilities.
- 2.4 To collaborate with corrections officials and economize parole operations and lessen duplication of effort. Explore the feasibility of teleconferencing in the parole and revocation process.
- 2.5 To maintain and update the risk assessment tool and study revocation guidelines.
- 2.6 To continue to maintain a satellite office in Eastern Montana that has appropriate resources to ensure services are provided to all correctional facilities and programs in that region.
- 2.7 To acquire American Corrections Association Re-Accreditation.

### Goal 3

**Develop and implement a program of parole process education to ensure the offender, public, victims, judiciary, and policy making authorities are aware of trends and results within the parole process.**

#### 2010-2011 Objectives

- 3.1 To update, improve and distribute the victim information pamphlet, create a victim/witnesses satisfaction survey form. Update the orientation manual outlining the rules, regulations, policies, and procedures of the Board of Pardons and Parole. Continue to improve public access to the Board through a well-developed Board of Pardons and Parole Internet Web site and develop a process to allow public access to parole files and various applications.
- 3.2 To pursue a policy of openness and positive relations with the public, the press, other governmental agencies, and the private sector.
- 3.3 To encourage and stimulate new ideas through exchanges with state, regional, and national paroling authorities and correctional organizations.
- 3.4 To encourage and support research and promote the formulation of common definitions and reporting methodologies in the parole process.
- 3.5 To increase the use and understanding of information in the parole process.
- 3.6 To revise the Administrative Rules of Montana and update the Board's resource manual.

## Goal 4

**Maintain and manage a state parole process that is consistent with sound release procedure and principles.**

### 2010-2011 Objectives

- 4.1 To recognize and respect victims of offenders.
- 4.2 To make every feasible effort to promote self-improvement of offenders.
- 4.3 To pursue procedures that protect the civil rights of all individuals at all levels of the corrections system.
- 4.4 To respect racial, ethnic, cultural, religious, and sexual differences.
- 4.5 To encourage and expect offenders to accept responsibility for their actions at all times.

## ***DUTIES***

- 1. Protect society by making every feasible effort to encourage the rehabilitation of those offenders that fall within the jurisdiction of the Board of Pardons and Parole and by not releasing offenders shown to be a detriment to society.
- 2. Meet at least monthly for the purposes of interviewing inmates, conducting hearings, and transacting Board of Pardons and Parole business.
- 3. Meet at least monthly in pre-release facilities, regional detention facilities, private prisons and out-of-state institutions for the purposes of interviewing inmates, conducting hearings, and transacting Board of Pardons and Parole business.
- 4. Conduct parole, revocation, rescission, supervised release, and executive clemency hearings on all eligible inmates.
- 5. Set dates and times for each month's hearings and provide notice to all interested parties.
- 6. Provide and maintain an agenda which includes all case dispositions and distribute to all interested parties.
- 7. Provide and maintain minutes for all Board of Pardons and Parole formal hearings.
- 8. Formulate policy regarding Board of Pardons and Parole processes.
- 9. Develop, maintain, and update administrative rules of Montana.
- 10. Develop, coordinate, and encourage training for Board of Pardons and Parole employees.

11. Provide confidential criminal justice file information to various criminal justice agencies. Review offender file material and determine whether any document is subject to personal privacy or safety interest that clearly exceed the merits of public disclosure.
12. Provide and participate in pre-parole programming for offenders.
13. Provide and participate in a pre-parole school and pre-release screening for offenders.
14. Prepare, approve, and disseminate final discharges from supervision.
15. Prepare, approve, and issue conditional discharges from supervision.
16. Gather and maintain all pertinent information on each offender.
17. Prepare and disseminate community notices regarding offenders' parole hearings status.
18. Approve commencement of consecutive sentences.
19. Maintain and provide lists of Board reappearances to criminal justice agencies.
20. Hire administrative and clerical support staff for the Board of Pardons and Parole.
21. Prepare and disseminate written case dispositions, including executive orders, on all cases considered by the Board.
22. Prepare and disseminate pre-parole investigation documents.
23. Read and explain the conditions of parole to offenders before release to the community.
24. Research and impose special conditions of supervision.
25. Research and approve reinstatement of parole and the imposition of intermediate sanctions.
26. Develop and request budget allocations from the legislature.
27. Report fiscal status and monitor expenditures.
28. Collaborate with corrections officials on the issuance of warrants and detainers and the appropriateness of extradition and the return of parolees to prison.
29. Schedule and approve outside witnesses and other appearances before the Board.
30. Issue subpoenas requiring the attendance of witnesses and the production of records, books, papers, and documents for Board investigations.
31. Testify before the legislature, courts, and other judicial bodies.

32. Confer with attorneys, judges, legislators, prosecutors, and governor's officials.
33. Speak before conferences, training seminars, and educational groups.
34. Provide education to new parole officers regarding Board of Pardons and Parole functions.
35. Provide responses to public, private, media, corporate, and association inquiries.
36. Interpret Board dispositions, legal documents, sentence calculations, and correctional law for the public, inmates, and other authorities.
37. Acquire and provide necessary resources to Board of Pardons and Parole staff and programs.
38. Provide the pre-parole investigation document and participate in the Interstate Compact on corrections.
39. Develop and/or maintain appropriate interagency agreements.
40. Provide public education.
41. Develop proposed legislation.
42. Negotiate and maintain third-party contracts with service providers.
43. Develop and maintain annual and special statistical reports concerning parole.
44. Participate in the referral of offenders to appropriate resources.
45. Provide investigations and recommendations to the Governor regarding executive clemency.

### ***Director's Office Key Tasks***

- 1.1 Provide leadership to the department.
- 1.2 Provide management support to departmental facilities and divisions.
- 1.3 Maintain policy and procedure for emergency drills in all department facilities. (53-1-201; 53-1-203 & 7-33-2108 MCA)
- 1.4 Maintain a department wide emergency preparedness system. (53-1-201; 53-1-203, & 7-33-2108 MCA)
- 1.5 Improve the effectiveness of the Criminal Investigation Bureau. (53-1-201 & 53-1-203 MCA)
- 1.6 Identify and investigate criminal activity within the department and its facilities through urinalysis, inmate telephone monitoring and aggregating investigative intelligence including preparing reports for administrative and prosecutorial review. (53-1-201; 53-1-203 MCA)

- 1.7 Represent department and staff in state and federal courts and at administrative hearings, manage litigation including investigations, briefings, trials, hearings, arguments and appeals.
- 1.8 Provide general legal advice to the director, management team, appropriate facilities and division staff.
- 1.9 Lead the department's effort to effectively communicate with other state and federal agencies, the public and victims and crime.
- 2.1 Provide strategic planning, systems mapping and gap analysis sessions for the facilities, programs and divisions. (53-1-201 & 53-1-203 MCA)
- 3.1 Ensure that applicable department training emphasizes victim sensitivity, victim's issues and staff victimization. (53-1-201 & 53-1-203 MCA)
- 3.2 Provide appropriate training to all department employees on the Victim Notification System (VINE). (53-1-201; 53-1-203; 46-24-203; 46-24-207; 43-24-212 & 43-24-213 MCA)
- 4.1 Support reduction of risk by requiring all staff to influence sustainable offender change, and to focus on safety, security and personal accountability.
- 6.1 Develop standards-based compliance audit tools for each program within the department.
- 6.2 Conduct compliance assessments on all facilities and programs within the department.
- 6.3 Develop a method for identifying, measuring and implementing quality improvement initiatives.
- 6.4 Implement and enforce a department safety program with an emphasis on education and training, safety discussions at all department staff meetings and measured accountability for safety performance.
- 6.5 Continue to work with human resources to improve our early-return-to-work program.

***Health, Planning, & IT Division Key Tasks:***

- 1.1 Require the implementation of a system-wide medical/mental health/dental quality improvement program that identifies problems through quality improvement reviews and ensures problems are resolved in a timely fashion. (53-30-201).
- 1.2 Oversee the contract administration and monitoring process for health services to enhance accountability, medical outcomes and contract performance. (53-30-201).
- 1.3 Oversee a comprehensive and cost effective health services plan, which includes medical, mental health and dental services on a statewide basis to guide the Department compliance with applicable legal standards throughout the adult and juvenile corrections systems. (53-1-201 & 53-1-203 & Title 37, Chapter 8 MCA).



- 1.4 Review and update the Department technology plan as changes in business processes are communicated by the management team. (53-1-201, 53-1-203, 2-17-524 MCA)
- 1.5 Assist the Department with the development of a Continuity of Operations Plan / Continuity of Government (COOP/COG). (53-1-201 & 53-1-203 MCA)
- 2.1 Participate and represent the Department in the Corrections Technology Association to promote best practices and continue to assist in the joint development and implementation of correctional standards for information systems among the member states. (53-1-201 & 53-1-203 MCA)
- 3.1 Assist the Department with the development/acquisition and implementation of a staff scheduling system. (53-1-201 & 53-1-203 MCA)
- 3.2 Replace aging legacy offender management systems by implementing a multi-state developed offender information management system. This comprehensive system provides for offender management across Secure Facilities, Community Corrections, Youth Services, Pre-release centers, and Board of Pardons and Parole. (53-1-201, 53-1-203, 2-17-505 MCA)
- 3.3 Support the DOC information systems user base via the help desk in a timely manner based upon priorities, volume and available resources. (53-1-201 & 53-1-203 MCA)
- 3.4 Consolidate and centralize existing non-standard data collection applications to improve quality, accessibility, scalability, security, and integrity of vital offender data as Department resources are available. (53-1-201, 53-1-203, 2-17-505 MCA)
- 3.5 Continue to provide accurate and timely statistical information to the public, internal, state, federal, and non-profit entities by continually improving internal processes in response to requests and as a public service. (44-5-213, 53-1-203 MCA)
- 3.6 Continue to support and improve the Department's web-based Correctional Offender Network (CON) website to report statistical and offender-level information to the public. (53-1-201, 53-1-203, 53-9-107, 2-17-505 MCA)
- 3.7 Support the automated victim notification system (VINE) for movement of felony prisoners in secure facilities of the State. (53-1-201; 53-1-203; 46-24-203; 46-24-207; 46-24-212 & 46-24-213 MCA)
- 3.8 Coordinate the enhancement of the VINE system as requested by the Victims Advisory Council and deemed appropriate by the Department. (53-1-201; 53-1-203; 46-24-203; 46-24-207; 46-24-212 & 46-24-213 MCA)
- 3.9 Continue to support the Department of Corrections connection to the Department of Justice by responding to electronic information queries from the Criminal Justice Information Network (CJIN) to our information systems in real time. (53-1-201 & 53-1-203 MCA)
- 3.10 Continue to participate in the Criminal Justice Information Sharing Project in an effort to effectively and efficiently share justice information. (53-1-201 & 53-1-203 MCA)
- 3.11 Provide, manage and promote the use of Video Conferencing Services (VCS) for offender court appearances, staff court appearances, Parole Board and Department of Corrections training and staff meetings. (46-23-218, 41-5-332, 46-23-109, 46-7-101, 46-12-201)

- 6.1 Perform medical, dental and pharmacy reviews of claims and reports to ensure the proper level of care is being provided to offenders and offender care is in line with the allocation of expenditures.
- 6.2 Develop and provide information technology training for all Department of Corrections staff and share with other agencies to ensure efficient use of Department IT resources. (53-1-201 & 53-1-203 MCA)
- 6.3 Create an IT workforce development plan which includes an appropriate level of technology training to ensure staff skills are kept up to date with current state technology requirements. (53-1-201 & 53-1-203 MCA)
- 6.4 Begin implementation of ITIL best practices allowing for the Development of IT resources in an organized, deliberative, and cost-effective manner; protecting Individual Privacy and the Privacy of information contained within IT systems; and improvement of Department services.

#### **Human Resources Division's Key Tasks:**

- 1.10 Maintain the Department of Corrections Policy Management System that governs the development, review, revision, and distribution of all Department policy and corresponding operational procedures. (53-1-201 & 53-1-203)
- 1.11 Assure Department policy and procedure conforms to applicable state statutes, national correctional standards, and the Department's mission and goals.
- 1.12 Provide staff training, which emphasizes the Department's mission, vision, values, policy and procedure updates, and sound correctional practices (53-1-201 & 53-1-203 MCA)
- 1.13 Coordinate with the Legal Unit to provide annual legal update training for all positions whose responsibilities include case law, statute and rule guidance.
- 2.1 Maintain working relations with the eight tribal councils in Montana and federal affiliations. (53-1-201 & 53-1-203 MCA)
- 2.2 Improve department staff awareness of Native American Culture and its relation to correctional practices. (53-1-201 & 53-1-203 MCA)
- 2.3 Review and update the Department lesson plans as changes occur in human resource arenas, statute, correctional practices, ACA standards or related fields. (53-1-201 & 53-1-203 MCA)
- 2.4 Evaluate the implementation, effectiveness and success of the Native Cultural Officer one-year Pilot Project.
- 2.5 Conduct a comprehensive employee survey to identify organizational understanding and responsiveness to employee needs.

5.1 Implement alternative dispute resolution processes and advocate for their use at the lowest supervisory level throughout the Department.

6.6 Maintain an accurate Department-wide system of documenting staff training and POST Certification of Correctional Officers and Probation and Parole Officers. (53-1-201 & 53-1-203 MCA)

6.7 Develop and implement a “new employee orientation” training program.

6.8 Implement a Department wide Early Return to Work program.

6.9 Require lesson plans and, where applicable, participant materials to be utilized when conducting training classes (53-1-201 & 53-1-203 MCA)

6.10 Maintain effective management of the statewide Training System.

6.11 Complete agency wide transition to the broadband pay plan and implement compensation tools and procedures. (53-1-201 MCA)

6.12 Conduct Human Resource customer feedback surveys to provide perspective on improvement efforts (53-1-201 MCA)

6.13 Develop and deliver an annual management-training course for supervisors to upper level management, which provides applicable policy review and innovative employee, supervision, and management strategies.

6.14 Develop and deliver a “new” supervisory training course specific to the procedural & technical aspects of the supervisor’s job, which covers such areas as: State and Federal laws, Department Policies, union contracts & grievance handling, performance evaluation and discipline.

6.10 Evaluate current recruitment and selection philosophies and practices, modify according to evidence-based practices, and measure effectiveness.

6.11 Establish a Department wide Human Resource succession plan to address future staffing needs.

6.12 Collect and analyze Human Resource data, evaluate activities and tailor Division functions and staffing to meet the Department’s mission, practices and goals.

6.13 Research, design and implement an effective competency based performance management system.

### **Administrative & Financial Services:**

**3.1** Continue to collect felony restitution and disperse to crime victims as ordered by the court. Collect court ordered supervision fees from offenders and allocate revenues collected to the six probation and parole regions. (46-18-241 MCA)

**6.1** Strive to obtain an unqualified fiscal audit opinion for the department in the Legislative Audit performed

every two years.(53-1-203; Title 17, Chapters 1 through 6 and 8 & 5-13-101 through 5-13-411 MCA)

**6.2** Provide an accurate and timely budget status report to the director, each division administrator/warden/superintendent, and program manager. (53-1-203 MCA)

**6.3** Work with program managers on understanding and utilizing monthly budget status and SABHRS (Statewide Accounting, Budgeting and Human Resources System) reports. (53-1-203 MCA)

**6.4** Payment of 95% of all correctly submitted invoices for payment within 10 working days of receipt in the Helena Fiscal Bureau. In no event shall payments exceed the **6.5** Continue to support the Montana Procurement Card throughout the agency. (53-1-203 MCA)

**6.6** Prepare monthly reconciliation between juvenile placement spreadsheet, CAPS, and SABHRS to increase accuracy of fund allocations. (53-1-203 MCA))

**6.7** Ensure that appropriate department staff is advised of changes to state code, administrative rules and federal regulations, and congressional action affecting availability of federal grants. (53-1-203 MCA)

**6.8** Disseminate timely updates to the Department's Purchasing Manual and distribute to the appropriate staff at the facilities. (53-1-203 MCA)

**6.9** Provide leadership in all processes involving federal grants including technical assistance, program promotion and sub recipient monitoring. (53-1-203 MCA)

## **Program 2: Community Corrections**

**1.1** Enhance community supervision through appropriate staffing levels. (53-1-202 MCA)

**1.2** Maintain contracts with providers that have proven to be effective and safe. (53-1202(2) (1); 53-1-202 (b); 41-5-1523(2) & 53-1-203 (c) (j) MCA)

**2.1** Utilize Administrative Rules when citing or expanding Residential facilities. (53-1-203(9) MCA)

**2.2** Better utilize the Department's Newsletter to share information.

**2.3** Include the Department's Public Information Officer in at least one Division Management Meeting annually in order to address the Division's public relation needs.

**2.4** Each Unit/Bureau will develop a public relations program with the assistance of the Information Officer.

**2.5** Automate the entire Division in an effort to better evaluate programs. (53-1-203(h)(I) MCA)

**2.6** Require that all programs under contract with Division have an effective means of measuring performance. (53-1-203(h) (I) (ii) MCA)

**3.1** Provide adequate staffing levels to respond to victim impact statements in the Pre-sentence investigation process. (46-18-111 MCA)

**3.2** Ensure Division staff is specially trained to address the needs and issues of victims. (46-23-1004 MCA)

**3.3** Maintain access to the Criminal Justice Information Network (CJIN) in each region. (46-18-112(b) MCA)

**3.4** Provide adequate staff in Residential Programs, thus allowing for Community Service Projects. (53-1-201(2) MCA)

**3.5** Increase the collection of restitution payments by offenders by 20% by establishing employment services to offenders. (46-23-1011 & 46-23-7021 MCA)

**4.1** Utilize the MASC, BASC and START facilities as an intermediate sanction for offenders who violate conditions of probation, parole, and prerelease or conditional release. (53-1-202(c) & 53-1-202(3) MCA)

**5.1** Gain adequate funding to allow for continued community programming especially in the area of substance abuse. (53-1-202(c) & 53-1-202(3)(b) MCA)

**5.2** Better utilize the Intensive Supervision Programs as an alternative to imprisonment. (53-1-202(2) (ii) MCA)

- 5.3** Maintain the utilization of urinalysis monitoring as outlined by federal guidelines. (53-1-201(2); 46-23-215; 46-23-1002 & 46-23-1011(1)(2) MCA)
- 6.1** Improve the rate of collection of Supervision Fees. (46-23-1031; 45-9-202(ii) & 53-1-203(c) MCA)
- 6.2** Expand Community Corrections Programs that are cost effective and that serve as a viable alternative to incarceration. (53-1-202(c) & 53-1-202(b) MCA)
- 6.3** Enhance professionalism, staff salaries, staff retention & recruitment by utilization of the Competency Based Management Program. (53-1-201(1)(2); 53-1-203(e); 46-23-1002; 46-23-1003(1)(2) & 46-23-1004(6) MCA)
- 6.4** Maintain over-site of the felony DUI program to measure the program's effectiveness. (61-8-731 MCA)
- 6.5** Utilize MASC and BASC to ensure offenders committed to the Department are appropriately placed. (46-18-201 (i) MCA)
- 6.6** Establish prerelease programs and services in Region 5.
- 6.7** Develop and provide training to ISP and PRC screening committees.
- 6.8** Ensure the Methamphetamine programs are properly monitored and provide data indicating effectiveness.

### **Program 3:**

#### **Montana State Prison Objectives**

- 1.1** The MSP Policy Officer will coordinate with the MSP Training Officer to ensure annual in-service training programs are developed for staff regarding policy updates. (53-1-201 MCA)
- 1.2** Conduct quarterly staffing analysis of all security posts to ensure a proper relief factor is calculated for all seven and five day posts. (52-5-101 & 53-1-201 MCA)
- 1.3** Ensure that each offender serves the required amount of time for parole eligibility or discharge and upon release/discharge, ensure proper/timely notification to the Department of Justice and local law enforcement officials to ensure proper registration and tracking of offenders leaving the system. (53-30-105; 53-1-203; 2-6-201 through 213 & 2-15-1013 MCA).
- 1.4** Promote public safety and institutional order by appropriately differentiating inmates based on their custody, placement and treatment programming needs. This will be accomplished by conducting classification reviews every 6 months on all inmates in general population and every 30 days for inmates in locked housing units. (53-1-201 & 53-1-203 MCA)
- 1.5** Maintain the central record keeping system for the adult male prison population. The records department will conduct weekly reviews of parole eligibility and discharge dates of inmates that are within two years of parole eligibility and/or discharge. (53-1-201 & 53-1-203 MCA)
- 1.6** Provide a means of maintaining discipline and enforcing necessary rules within the adult male prison facilities. This will be accomplished by maintaining and reviewing monthly, the data base for major and minor rule infractions. The effectiveness of the disciplinary process will be measured by the rate of inmate assault on staff and inmate assault on inmate. (53-1-201 & 53-1-203 MCA)
- 1.7** Manage an effective health care system for the inmate population that meets constitutionally mandated health care programs. This will be accomplished by attaining accreditation by the Commissioner on Correctional Health Care by 2010. (53-30-101 & 8<sup>th</sup> Amendment, U.S. Constitution).
- 1.8** Assign, implement and track training provided to civilian employees working for MSP in accordance with Department policy. (53-1-203 MCA)
- 1.9** Develop, implement and maintain a computerized tracking system which records and monitors incidents at

the MSP facility that dictate needed changes in security aspects of the MSP operation. (53-1-203 MCA).

**1.10** Improve communications and enhance operations at Montana State Prison by maintaining a Communications Committee that meets quarterly and striving to have the Warden, Deputy Warden, Associate Wardens and Security Major spend at least five hours a week out making rounds in the prison. (53-1-203 MCA)

**2.1** The Warden, MCE Administrator and Security Major will conduct monthly Labor/Management meetings with members of the executive board from the Local 4700. The focus of these meetings will be to enhance communications and ensure a positive, safe, work environment for staff. (53-1-203 MCA)

**2.2** Staff at all levels will be held accountable for execution of duties, individual responsibilities and attainment of the mission. (53-1-203 MCA)

**2.3** Improve communications with the public and allied law enforcement and social service agencies. The MSP Public Information Officer, in conjunction with the Warden, will do monthly radio talk show programs with the River Radio Station in Deer Lodge. In addition, the Department PIO and MSP PIO will work together to promote special events within the Department and specifically at Montana State Prison. (46-24-203; 46-24-212 through 213 & 53-1-203 MCA)

**3.1** Continue to support and update the Automated Victim Notification System. (53-1-203; 46-24-203; 46-24-212 & 46-24-213 MCA)

**3.2** Assure that all written and verbal communication, especially to media and public, is sensitive to crime victims. (53-1-203; 46-24-203; 46-24-212 & 46-24-213 MCA)

**3.3** Provide updates for staff on victim issues at staff meetings at least quarterly. (53-1-203; 46-24-203; 46-24-212 & 46-24-213 MCA)

**3.4** Conduct annual training programs for all DOC Victim Information Officers. This will be coordinated through the Departments Public/Victims Information Officer and MSP Victim/Information Officer.

**3.5** The Victim Information Officer will contact victims of inmates being screened for placement on the Fire Crew and/or other community based work assignments. This information will be forwarded to the screening committee for consideration prior to approving/denying the placements.

**4.1** Montana State Prison will hire competent, certified and/or licensed personnel to provide treatment and counseling for the Chemical Dependency and Sex Offender Treatment Programs. (53-1-201 & 52-5-101 MCA)

**4.2** The Chemical Dependency and Sex Offender Treatment programs will track and measure program effectiveness in accordance with the following criteria:

a. 90% of all inmates that enter the Sex Offender ITU will complete treatment.

b. 80% of all inmates that enter the CD ITU will complete treatment.

c. 80% of all inmates that enter the Meth treatment ITU will complete the program. (53-1-201; 53-1-203 & 52-5-101 MCA)

**4.3** Reduce waiting lists for treatment programs by 10% (53-1-203 MCA)

**4.4** Conduct quarterly quality assurance reviews of cognitive restructuring programs such as CP & R and MRT (53-1-203 MCA)

**4.5** Conduct quarterly meetings with the Prison Issues Board. This group will review and discuss prison policies and critical operational issues. (53-30-501 & 53-30-601 MCA)

**4.6** Ensure compliance of daily reporting requirements of the Regionals and private prison. Data will be

reviewed quarterly to ensure compliance with operational standards established by the department. (53-1-203 MCA)

**4.7** Conduct quarterly management meetings of the Prison Issues Task Force to address issues, concerns, coordinate activities and consider future needs. (53-30-501 & 53-30-601 MCA)

**4.8** Ensure the collection of data reflecting contract compliance among and between the regional and private prisons. (53-30-504 & 53-30-601 MCA)

**5.1** The Associate Wardens will conduct weekly reviews of all major category write ups to ensure uniform administration of all rules and regulations. (53-1-203; 52-5-101& 53-1-201 MCA; MOM 3-0125)

**5.2** The Montana State Prison Management Team will meet daily (Monday – Friday) to review all incident reports, use of force, and critical incidents. This group will maintain a daily log and ensure appropriate follow up of critical incidents. (53-1-203; 52-5-101 & 53-1-201 MCA; MOM 2-0125)

**5.3** The Warden will conduct a weekly administrator’s staff meeting to ensure coordination of critical operational issues. (53-1-203 MCA; 52-5-101, 53-1-203 MCA, & MOM 2-012)

**5.4** Decrease by 5% inmate idle time through inmate work assignments and labor programs. (53-1-201 MCA)

**5.5** Work with MCE to create at least one new industries program within the biennium for placement in one of the contract facilities. (53-1-201 MCA)

**5.6** Continue to work on operational standards that are consistent with ACA standards. Evaluate the feasibility of a 5 year plan that will enable MSP to achieve ACA accreditation. (53-1-203 MCA)

**5.7** All managers will keep annual performance appraisals up to date with special emphasis on guiding principals and accountability of both staff and inmates. (53-1-203 MCA)

**5.8** Increase by 5% community placements of mentally ill offenders.

**6.1** Conduct quarterly reviews of preventative maintenance programs. (52-1-203 MCA)

**6.2** Attain substantial compliance with ADA standards set forth in the Langford Settlement Agreement. (5-1-1; 53-1-201; 53-1-203; 52-5-108; & 43-1-203 MCA).

**6.3** Provide staff to be part of the teams conducting security audits every two years at each of the adult male prison facilities. (53-1-201 & 53-1-203 MCA)

**6.4** Ensure most cost effective allocation of state resources with strategic placement of inmates in the regional prisons, the private prison and Montana State Prison. (53-30-101; 53-30-501; 53-30-511; 53-30-601 & 53-30-611 MCA)

**6.5** Conduct quarterly quality assurance reviews and annual training on the classification, discipline and grievance policies. (53-30-501; 53-30-601 MCA)

**6.6** Provide technical assistance and consultation, including classification, policy, and discipline and grievance assistance to all contracted facilities on an ongoing basis. (53-30-501; 53-30-601 MCA)

**6.7** Continue to work on filling of all authorized positions at MSP when vacancies occur.

## **Montana Women’s Prison**

- 1.2** Maintain and annually assess security of the facility by annually. (53-1-203 MCA)
- 1.3** Continue Intensive Challenge Program for women and continue development and implementation of therapeutic community model within MWP.
- 2.1** Maintain and increase volunteer activity at MWP community involvement and understanding of correctional practice. (53-1-201 through 203 & Title 2, Chapter 15 MCA)
- 2.2** Be responsive to the public through personal contact and public speaking engagements. (46-24-203 & 46-24-212 through 213 MCA)
- 2.3** Maintain a trained Public Information Officer. (46-24-212 through 213 MCA)
- 3.1** Respond to requests for information from the media or victims of crime within 24 hours. (53-1-203; 46-24-203 & 46-24-212 through 213 MCA)
- 3.2** Assure that all written and verbal communication, especially to media and public, is sensitive to crime victims. (53-1-203; 46-24-203 & 46-24-212 through 213 MCA)
- 3.3** Provide training to staff in victim issues. (53-1-203; 46-24-203 & 46-24-212 through 213 MCA)
- 4.1** Develop opportunities for offenders to be involved in community service projects. (53-1-201; 53-1-203 & 53-30-101 MCA)
- 4.2** Continue to expand Industries Programs that employ at minimum 30 inmates. (53-1-301; 53-1-304 & 53-30-131 MCA)
- 4.3** Continue and enhance offender programs that emphasize total health, abstinence, positive interpersonal skills, accountability and corrective thinking. (53-1-201 & 43-1-203 MCA)
- 5.1** Adhere to offender disciplinary policy and classification system. (53-1-203 MCA)
- 5.2** Emphasize accountability for thoughts, words and actions in all functions within the facility. (53-1-203 MCA)
- 5.3** Offenders will be held accountable to demonstrate appropriate interactions skills with offenders and staff members as documented in semi-annual classification reviews. (53-1-203 MCA)
- 5.4** Offenders will be provided training in the areas of interpersonal communication skills, crisis/anger management, and the alleviation of criminal thinking errors, and the facilitation of a therapeutic community in accordance with MWP programming policy and objectives. (53-1-203 MCA)
- 6.1** Continue regular employee performance evaluations that include assessment of professional behavior, interpersonal skills, and ethics. (Title 2, Chapter 2, Part 1; 53-1-203, MCA; Standards of Conduct for State Employees, MOM, Volume 3, Policy 3-0130)
- 6.2** Provide Department Policy DOC 1.3.1, Guidelines for Employee Performance, to all MWP staff upon hire. (53-1-203 MCA)
- 6.3** Provide training during fiscal years 2006 and 2007 to all personnel regarding professional behaviors and specific performance expectations through formal training and informal sessions/meetings. (53-1-203 MCA)
- 6.4** Maintain a clean, safe environment for staff and offenders at MWP emphasizing preventative maintenance and adhering to fire and safety procedures in accordance with local and State licensing authorities. (53-1-203 MCA)



***Montana Correctional Enterprises Key Tasks:***

- 1.1 Maintain incident and accident databases to track and correct deficiencies in the security and safety issues of MCE operations. (53-30-131 (1) and 53-30-132 (1), MCA)
- 1.2 Continue on corrective action for MCE High Hazard Dams to bring into compliance with the DNRC High Hazard Reservoir Act. (85-15-106 (a), 110 (4), MCA)
- 1.3 Ensure that the MCE mission statement reflects the number one importance of maintaining public safety.
- 1.4 Maintain security enhancements on the ranch, including GPS vehicle tracking devices on all inmate driven vehicles and increased security officer presence with 2 Ranch Security Officers.
- 2.1 Complete recidivism study on effectiveness of MCE work and training programs through cooperative effort with DOC Information Technology Bureau.
- 2.2 Maintain an offender tracking system to determine the outcome of MCE programming and the effects on recidivism. (53-30-131 (2) (b), MCA)
- 2.3 Maintain an information system to educate the public on the purposes and benefits of correctional enterprises. (53-30-132 (1), and 53-30-133 (2) (b), MCA)
- 3.1 Develop new Prison Industry partnerships and programs to expand both in and out of state markets to increase inmate training opportunities, and their ability to pay restitution and family support while incarcerated. (53-30-132 (1) (o), MCA)
- 3.2 Continue to make family support and crime victim's restitution deductions from Inmate's payroll for inmates working in certified programs. (53-30-132 (p), MCA)
- 4.1 Enhance the programming offered by MCE by instituting Life Skills, Transition and Re-Entry programs at all secure facilities to provide offenders the resources needed to find meaningful employment, housing and other community resources upon release, reducing recidivism. (53-30-131, MCA)
- 4.2 Continue to review and monitor other states education and work programs for new program ideas and ways to reduce recidivism. Remain an active partner with the National Correctional Industries Association.
- 4.3 Maintain the peak amount of inmate students and workers in MCE programs. (53-30-131, 53-30-132 (1) & 53-30-133 (1), MCA)
- 4.4 Continue working with Department of Justice on State of Montana Identification card and driver's licensing issues for inmate reentry.
- 5.1 Maintain accurate position descriptions and complete monthly inmate evaluations that are consistent with the position descriptions. (53-30-131 (2) & 53-30-132 (1), MCA)
- 5.2 Provide efficient production shops, similar to those found in the private sector, and provide training based on safety, quality, productivity, customer satisfaction and personal responsibility. (53-30-131 (2) & 53-30-132 (1), MCA)
- 5.3 Administer self-supporting Correctional Enterprise programs designed to train inmates in real life work experiences, meet customer needs and save tax dollars. (53-1-302, MCA)
- 6.1 Ensure Correctional Enterprise's staff and management lead by example and demonstrate high work ethics, honesty and integrity, as outlined in the Code of Ethics and Guiding Principles. (53-30-131 (2) (a) & (3), MCA)
- 6.2 Ensure all MCE operations are complying with the mission of the Department of Corrections and Montana Correctional Enterprise Division. (53-1-304, MCA)
- 6.3 Maintain accurate position descriptions for civilian FTE, as part of the Broad Band Pay system.
- 6.4 Provide training to staff in accordance with DOC policy. Maintain a tracking system for employee training records. (DOC Policy 1.4.3)

## **Program 5:**

### **Youth Services Division**

**1.1** Maintain low recidivism rates for new felony offenses. (53-1-201; 53-1-202; 53-1-203 MCA)

**1.2** Maintain security to ensure escapes from secure facilities are kept to a minimum. (53-1-203 and 52-5-101 MCA)

**1.3** Conduct annual licensing audits of all juvenile detention facilities using a standardized audit instrument. (41-5-1802; 41-5-1803 MCA)

**2.1** Measure outcomes for secure facility CD Treatment program. (53-1-201; 53-1-202 MCA)

**2.2** Measure outcomes for secure facility Sex Offender Treatment program. (53-1-201; 53-1-202 MCA)

**2.3** Maintain ACA Accreditation at Pine Hills Youth Correctional Facility. (53-1-201; 53-1-202 MCA)

**2.4** Maintain ACA Accreditation for Juvenile Parole. (52-5-127 MCA)

**2.5** Maintain license and access to and use of a nationally validated youth risk and needs assessment tool. (52-2-101; 52-2-102; 41-5-2006 MCA)

**2.6** Improve an automated case management and data collection system in conjunction with the Information and Business Technology Bureau. (41-5-216 MCA)

**2.7** Track appropriate placements for youth with mental illnesses who enter Pine Hills Youth Correctional Facility and Riverside Youth Correctional Facility.

**3.1** Maintain access to the Criminal Justice Information Network at Pine Hills Youth Correctional Facility for use by the Youth Services Division's employees to perform criminal background checks for prospective employees and to issue warrants for youth under Department of Corrections' supervision as necessary. (52-5-128 MCA)

**4.1** Increase academic achievement of youth within six months while in secure facilities. Conduct pre and post tests for academic level measuring change in academic scores. (53-1-201; 52-5-101 and 52-5-106 MCA)

**4.2** Maintain community placement options for serious, violent and chronic juvenile offenders including specialized foster home placements. (52-5-127 MCA)

**4.3** Maintain a faith based component for community programs. (52-5-127 MCA)

**4.4** Maintain a pre-mentoring program for youth in correctional facilities and a mentoring program for youth placed in remote communities. (52-5-127 MCA)

**4.5** Continue using evidence based practices: cognitive approach and effective communication to motivate offender change.

**4.6** Continue offering culturally appropriate spiritual opportunities for all youth supervised

**4.7** Continue providing the high level of curriculum content mandated by Indian Education for All

**4.8** Continue accessing grant funding opportunities to improve the services available to youth supervised.

**4.9** Continue appropriate policy and procedure meeting Prison Rape Elimination Act requirements and youth PREA standards as they relate to youth.

**5.1** Increase the number of community service hours worked, the amount of hours worked and amount paid to victims. (53-1-201 and 53-1-202 MCA)

**6.1** Continue participation in Labor-Management Committees. (53-1-203 MCA)

**6.2** Continue to conduct regular performance appraisals. (53-1-203 MCA)

**6.3** Provide training on Interstate Compact Procedures for Juvenile Probation Officers, Juvenile Parole Officers, Correctional Facilities' Case Managers and pertinent staff at the Supreme Court Administrator's Office. (41-6-102 MCA)